

**FOCUS AREA 1: Access**

***Programs, collections, resources, and referrals that connect people with learning and enrichment opportunities.***

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**GOAL 1.1: Improve Electronic Collections**

*Make it easier for people to find and enjoy popular eBooks, audiobooks, and other digital materials*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Lower wait times for popular titles</li> <li>• Evaluate and broaden digital collection to reflect reading trends</li> <li>• Release digital editions concurrently with print release dates</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and maintain a holds ratio of 3:1 for in-demand titles</li> <li>• Add 200 new digital titles aligned with demand per year</li> <li>• Provide 90% of high demand titles in digital format on the release date</li> </ul>		

**GOAL 1.2: Strengthen Physical Collection**

*Keep the library’s shelves easy to browse and filled with books that reflect what our community cares about.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Improve high-demand collections</li> <li>• Establish collection maintenance procedures</li> <li>• Install clear, consistent signage for all collections and shelving areas</li> <li>• Create discovery tools—book lists, shelf talkers, and thematic guides—to help users explore the collection</li> <li>• Shorten processing time for new acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase circulation of high-demand collections by 10%.</li> <li>• Write and communicate collection maintenance procedures</li> <li>• Write and distribute discovery tools</li> <li>• Reduce processing time for new materials from 7 days to 3-5 days, and 1-2 day for high demand titles</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen staff proficiency in multilingual cataloging</li> <li>• Broaden multilingual collections—particularly Spanish and Chinese- based on demand and preferred formats</li> <li>• Complete systemwide signage installation (100% locations)</li> </ul>	<ul style="list-style-type: none"> <li>• Multilingual collection growth: +10% Spanish, +10% Chinese.</li> <li>• Annual collection condition audits completed at 100% of branches.</li> </ul>

**GOAL 1.3: Deliver Community-Driven Programs:**

*Offer engaging, inclusive programs that evolve with the community's needs and interests.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>Expand Summer Reading Challenge incentives for teens and adults</li> <li>Pilot English conversation clubs and invite library users to co-host gatherings</li> <li>Launch family-oriented Spanish-language programs</li> <li>Explore the feasibility of a Spanish-language affinity group via WhatsApp</li> <li>Expand take-home kits and community-curated display opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increase teen and adult participation in the Summer Reading Challenge by 15%</li> <li>Attendance at conversation clubs</li> <li>Attendance at Spanish-language programs</li> <li>Number of community-curated displays</li> <li>Number of new kits added</li> </ul>	<ul style="list-style-type: none"> <li>Develop ongoing feedback tools to capture community needs and interests</li> </ul>	<ul style="list-style-type: none"> <li>Program changes made based on feedback</li> </ul>

**GOAL 1.4: Expand Referrals and Resources Connections:**

*Help more people find the services, information, and community support they need.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>Distribute self-help materials across all branches</li> <li>Increase visibility and accessibility of on-site Social Services staff at Main Library</li> </ul>	<ul style="list-style-type: none"> <li>Number of materials distributed</li> <li>Number of weekly Social Service contacts</li> </ul>		<ul style="list-style-type: none"> <li>Number of referrals made</li> <li>Growth in social services usage</li> </ul>

**GOAL 1.5: Advance Technology Access:**

*Offer computers, software, and internet access that help people learn, create, and stay connected.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>Assess feasibility of new software offerings for creativity, learning, and job readiness</li> <li>Increase library user access and training</li> </ul>	<ul style="list-style-type: none"> <li>Complete feasibility study</li> <li>Increase 3D printer reservations by 20%</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate opportunities to establish free public Wi-Fi zones with other City departments</li> </ul>	

opportunities for the 3D printer			
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**GOAL 1.6: Grow the “Library of Things”:**

*Expand and promote borrowing of everyday items—from tools to games—that make life easier and learning more fun.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Boost promotion and visibility of current Library of Things inventory</li> <li>• Increase supply of high-demand items</li> <li>• Pursue ongoing funding to expand and sustain the Library of Things collection</li> </ul>	<ul style="list-style-type: none"> <li>• Increase usage of Library of Things by 25%</li> <li>• Availability rate for high-demand items</li> <li>• Number of new items added</li> <li>• Annual funding secured</li> </ul>		

**FOCUS AREA 2: Experience**

**A welcoming and visible presence through inclusivity, strong outreach, and trusted partnerships.**

**GOAL 2.1: Deepen Outreach and Partnerships:**

*Build stronger connections with local groups and organizations to bring the library’s resources and services to more people.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Build intentional, trust-based partnerships with Alameda’s non-English-speaking communities</li> <li>• Expand outreach collaborations at Alameda Point and other locations</li> <li>• Create short-form video content to promote programs across social media channels</li> <li>• Grow the preschool outreach program</li> <li>• Establish a cross-department outreach committee to coordinate community engagement</li> <li>• Provide a library card to every student enrolled in Alameda Unified School District</li> <li>• Assess feasibility of adding drop-off and pickup locations at Alameda Point and the West End</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new partnerships</li> <li>• Outreach event attendance</li> <li>• Number of video views on Instagram</li> <li>• Number of classrooms reached</li> <li>• Committee meetings held</li> <li>• Number of AUSD students using their library card</li> <li>• Feasibility assessment completed</li> </ul>	<ul style="list-style-type: none"> <li>• Establish consistent and dedicated library services at Alameda Point</li> <li>• Explore mobile library service models</li> <li>• Leverage city partnerships and collaborate with youth organizations and local businesses</li> <li>• Promote bridge library experiences—such as honor-system book exchanges</li> <li>• Pursue advertising and outreach opportunities with local transit agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly usage at Alameda Point</li> <li>• Number of mobile service events</li> <li>• Number of mobile programs created</li> <li>• % increase in new users near advertised areas</li> </ul>

**GOAL 2.2: Broaden Access Channels:**

*Share library news and resources in ways that reach everyone—online, in person, and throughout the community.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Reassess social media strategy to determine which platforms best reach key audiences</li> <li>• Research community social media usage and seek access to relevant closed groups</li> <li>• Engage parent networks through school channels to strengthen family outreach</li> <li>• Identify communities who need customized communication and access strategies</li> <li>• Explore targeted partnerships with schools that may face transportation barriers to accessing the library for visits or special programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new groups reached</li> <li>• Number of parent network touchpoints</li> <li>• Number of customized strategies implemented</li> <li>• Number of school partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Create accessible “how-to” guides tailored for neurodivergent library users</li> <li>• Implement a marketing and communications platform</li> </ul>	<ul style="list-style-type: none"> <li>• Guide downloads/usage</li> <li>• Video view and watch-time metrics</li> </ul>

**GOAL 2.3: Improve Library Spaces:**

*Make welcoming library spaces where people can explore, learn, and connect.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Reconfigure shelving to increase face-out displays in high-traffic areas</li> <li>• Collaborate with architect to reimagine the Main Library’s layout</li> <li>• Conduct a systemwide assessment of furniture and seating needs</li> <li>• Develop brand standards</li> </ul>	<ul style="list-style-type: none"> <li>• Circulation increase in highlighted areas</li> <li>• Completion of architectural plan</li> <li>• Furniture assessment completed</li> <li>• Complete brand standards</li> </ul>	<ul style="list-style-type: none"> <li>• Install gender-inclusive restroom at the Main Library</li> <li>• Implement the Main Library redesign to create more flexible, welcoming, and accessible spaces</li> <li>• Standardize signage and marketing materials based on brand standards</li> </ul>	<ul style="list-style-type: none"> <li>• Construction milestone completion</li> <li>• ADA compliance improvements</li> <li>• Complete signage and marking materials standardization</li> </ul>

**GOAL 2. 4: Introduce Library User-Facing Technology:**

*Add new digital tools that make it easier for people to use and enjoy library services.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Launch an updated website featuring an integrated, interactive event calendar and easier navigation</li> <li>• Add online tools for meeting room reservations and event registration</li> <li>• Launch a mobile app to streamline catalog browsing, holds, and account management</li> </ul>	<ul style="list-style-type: none"> <li>• Number of page views</li> <li>• Number of online reservations</li> <li>• Number of app downloads</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot large digital display boards for event and service promotion</li> <li>• Adopt touch-screen kiosks</li> <li>• Install barcode scanners compatible with mobile device displays</li> <li>• Install a self-checkout station in the children’s section</li> <li>• Add an accessible service station with large-print screens and wheelchair access</li> </ul>	<ul style="list-style-type: none"> <li>• Kiosk usage sessions</li> <li>• % of checkouts via mobile app</li> <li>• Number of items checked out at self-checkout station in the children’s section</li> <li>• Number of items checked out at accessible self-checkout station</li> </ul>

**FOCUS AREA 3: Capacity**

**The library’s ability to develop staff, infrastructure, and systems to achieve library goals.**

**GOAL 3.1: Invest in Staff Expertise and Collaboration:**

*Help staff build skills, confidence, and teamwork across departments so everyone can provide great service—one team, one library.*

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Establish structured cross-department and cross-location training and collaboration opportunities</li> <li>• Refine onboarding processes to ensure clarity and consistency</li> <li>• Grow staff knowledge and confidence in all aspects of library service through training and other means on topics such as de-escalation and disability equity</li> <li>• Identify training and tools for serving non-English-speaking library users</li> <li>• Prioritize recruitment of multilingual staff and individuals with lived community service</li> </ul>	<ul style="list-style-type: none"> <li>• Number of collaboration sessions</li> <li>• Number of shadowing hours</li> <li>• Number of staff completing training</li> <li>• Increased satisfaction with onboarding</li> <li>• % of staff able to work at any service point</li> <li>• % of new hires who are bilingual</li> <li>• % increase in number of staff who can perform a story time at short notice</li> </ul>	<ul style="list-style-type: none"> <li>• Explore forming a staff-led diversity committee to guide inclusive approach to library service</li> <li>• Implement recurring staff exchange days to strengthen systemwide awareness</li> <li>• Provide training and tools for serving non-English-speaking library users</li> </ul>	<ul style="list-style-type: none"> <li>• Committee formed</li> <li>• Committee recommendations implemented</li> <li>• Number of targeted trainings delivered</li> <li>• % of staff who are confident serving non-English-speaking library users</li> </ul>

**GOAL 3.2: Refine Processes and Service Standards:**

*Keep improving how we do things so library services are easy, consistent, and high-quality for everyone.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Develop customer service standards and related training</li> <li>• Provide routine refresher trainings related to daily operations to ensure process consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff completing applicable refresher training</li> <li>• Error rate reductions</li> </ul>	<ul style="list-style-type: none"> <li>• Implement regular customer service training based on standards</li> <li>• Analyze logistics to optimize service flow at every location</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff attending customer service training</li> <li>• Reduced wait times due to staffing optimization</li> </ul>

**GOAL 3.3: Foster a Positive, Supportive Workplace Culture:**

*Celebrate staff contributions, encourage teamwork, and build a workplace where learning and appreciation are part of our culture.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Establish recognition programs to celebrate achievements, including development of best practices</li> <li>• Develop a structured mentorship or buddy program to support staff development</li> <li>• Send staff to regional, state, and national conferences to expand professional learning</li> </ul>	<ul style="list-style-type: none"> <li>• Number of peer kudos submitted</li> <li>• Adoption of recognition programs at all levels of the organization</li> <li>• Increased conference participation and knowledge-sharing sessions</li> <li>• Professional development attendance and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen interdepartmental partnerships with City departments through collaborative initiatives</li> <li>• Launch structured mentorship or buddy program to support staff development</li> </ul>	<ul style="list-style-type: none"> <li>• Number of City department collaborations</li> <li>• Number of mentor-mentee matches</li> </ul>

**GOAL 3.4: Invest in Technology and Tools:**

*Give staff and workspaces the up-to-date tools and technology they need to work effectively.*

Y1-Y2 Approaches	Y1-Y2 Measurements	Y3+ Approaches	Y3+ Measurements
<ul style="list-style-type: none"> <li>• Provide laptops for all staff to enable flexible and efficient work</li> <li>• Conduct ergonomic assessments to ensure healthy and sustainable work environments</li> </ul>	<ul style="list-style-type: none"> <li>• % of staff equipped with laptops</li> <li>• Ergonomic assessment completion rate</li> </ul>	<ul style="list-style-type: none"> <li>• Apply ergonomic assessment results to improve workstations</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in ergonomic complaints</li> <li>• % of workstations upgraded</li> </ul>